

# Cambridge Elements

Elements in Organization Theory

edited by

Nelson Phillips

*Imperial College London*

Royston Greenwood

*University of Alberta*

## ORGANIZATIONAL LEARNING FROM PERFORMANCE FEEDBACK: A BEHAVIORAL PERSPECTIVE ON MULTIPLE GOALS

Pino G. Audia

*Dartmouth College, New Hampshire*

Henrich R. Greve

*INSEAD, Singapore*



CAMBRIDGE  
UNIVERSITY PRESS

Cambridge University Press  
978-1-108-44093-6 — Organizational Learning from Performance Feedback: A Behavioral  
Perspective on Multiple Goals  
Pino G. Audia , Henrich R. Greve  
Frontmatter  
[More Information](#)

---

**CAMBRIDGE**  
UNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom  
One Liberty Plaza, 20th Floor, New York, NY 10006, USA  
477 Williamstown Road, Port Melbourne, VIC 3207, Australia  
314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,  
New Delhi – 110025, India  
79 Anson Road, #06–04/06, Singapore 079906

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of  
education, learning, and research at the highest international levels of excellence.

[www.cambridge.org](http://www.cambridge.org)  
Information on this title: [www.cambridge.org/9781108440936](http://www.cambridge.org/9781108440936)  
DOI: 10.1017/9781108344289

© Pino G. Audia and Henrich R. Greve 2021

This publication is in copyright. Subject to statutory exception  
and to the provisions of relevant collective licensing agreements,  
no reproduction of any part may take place without the written  
permission of Cambridge University Press.

First published 2021

*A catalogue record for this publication is available from the British Library.*

ISBN 978-1-108-44093-6 Paperback  
ISSN 2397-947X (online)  
ISSN 2514-3859 (print)

Cambridge University Press has no responsibility for the persistence or accuracy of  
URLs for external or third-party internet websites referred to in this publication  
and does not guarantee that any content on such websites is, or will remain,  
accurate or appropriate.

## Organizational Learning from Performance Feedback: A Behavioral Perspective on Multiple Goals

Elements in Organization Theory

DOI: 10.1017/9781108344289  
First published online: January 2021

---

Pino G. Audia  
*Dartmouth College, New Hampshire*

Henrich R. Greve  
*INSEAD, Singapore*

**Author for correspondence:** Pino G. Audia, [Pino.G.Audia@tuck.dartmouth.edu](mailto:Pino.G.Audia@tuck.dartmouth.edu)

**Abstract:** This Element synthesizes the current state of research on organizational learning from performance feedback and develops a new perspective that deals with the influence of multiple goals. In keeping with the centrality of motives in Cyert and March's influential model, this new perspective rests on a foundation of individual-level behaviors that are responsive to mechanisms at the organizational and environmental level of analysis. A key aim is to lay out an agenda for a new wave of empirical research on the interconnections among decision-makers, organizations, and the environment that influence organizational responses to performance.

**Keywords:** Organizational learning, performance feedback, decision-making, organization theory, self-enhancement

© Pino G. Audia and Henrich R. Greve 2021

ISBNs: 9781108440936 (PB), 9781108344289 (OC)

ISSNs: 2397-947X (online), 2514-3859 (print)

## Contents

1	Introduction	1
2	The Core Model of Performance Feedback: Goals, Aspiration Levels, Search, and Change	5
3	The Modified Core Model	8
4	Multiple Goals	16
5	Extended Model	20
6	An Example	38
7	Future Research	41
8	Conclusion	50
	References	52